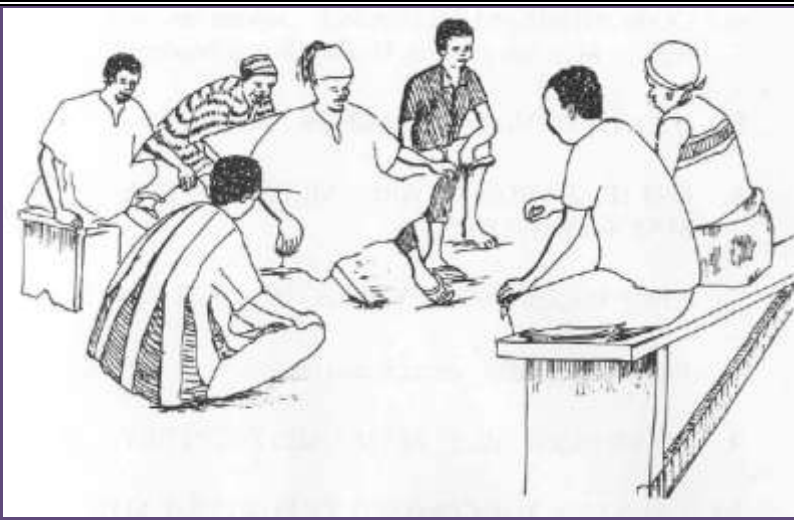




Rural Water Supply Operation and Maintenance Manual



Part B: Module –A Session A

A Trainer's Manual for Community Based Scheme Management for Rural Piped System



DEMEWOZ CONSULTANCY

20023 CODE 1000

ADDIS ABABA ETHIOPIA

TEL: +251-(0)118-60 80 12/0911-158613

E-mail: d.consultancy02@gmail.com

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**PART –B
MODULES - A****COMMUNITY BASED RURAL PIPED SYSTEM
MANAGEMENT**

MODULE NO.	SESSION	SESSION TITLE	ESTIMATED TIME (Hours)
MODULE – A	Session – A	Community Based Scheme Management for RPS	8
	Session – B	Community Based Financial Management for RPS	12
	Session – C	Monitoring, Evaluation, MIS and Reporting System	8
		TOTAL	28



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Acronyms

CBO	Community Based Organization
EWB	Executive Water Board
ICB	International Competitive Bid
NCB	National Competitive Bid
O&M	Operation & Maintenance
RPS	Rural Piped System
R&R	Roles and Responsibility
RWB	Regional Water Bureau
WAO	Water Administration Office
WASHCO	Water Supply, Sanitation and Hygiene Committee
WUA	Water User's Association
WUB	Water User's Board
WWO	Woreda Water Office



DEFINITIONS OF TERMS:

Terms	Definition
Agenda	Agenda is the list of topics or issues to be discussed at a meeting.
Absent with apologies	Whenever a meeting is held, some members may be unable to attend. These members should send their apologies and the apologies should be recorded in the "Absent with Apologies" section of the minutes.
Community	A group of households, hamlets or villages which are served by a common water supply facility whereby responsibility for operation and maintenance, protection and expansion wholly or partially rests on the users.
Community Based Management	The service provision option whereby communities control management of their water supplies. For practical purposes, day-to-day responsibility lies with a representative group of community people, often referred to as a WASHCO, elected to take up this task. Although this group may involve local caretakers or small entrepreneurs, the committee remains responsible for ensuring a sustainable service, and accountable to the community at large.
Community Management	Is a form of community participation in which the community takes the final decision on all aspects of planning, implementation, management, monitoring, evaluation, O&M of the water supply facility
Community Mobilization	The process of bringing together a community to identify needs and raise awareness of, and demand for, a particular development objective.
Community Owned	Ownership of water supply assets is transferred to legal entities established by communities (c.f. Water User's Associations/WASHCO) and the communities have full responsibility and accountability for the operation & maintenance and protection of the assets.
Development Partner	A bilateral, multilateral, an international organisation or any development agency providing support to the Government.
Executive Water Board	Can mean an autonomous organisation established by or under proclamation issued by the Regional States or City Administration to carry out specific functions within defined areas, accountable to Woreda/Zone or Regional Water Bureaus and the Community.
List of Members Present	This is a list of all persons present by name and title (where necessary) and should be indicated at the top of the minutes or attached to the minutes if the list is too long. The minutes should indicate who among those present was chairing the meeting.
Minutes	Minutes are a recording of the proceedings and decisions made at a



	meeting.
Post Construction Support	The on-going support to water service providers is the community-based or private. It may consist of aspects such as monitoring support, technical assistance, training and re-training, and advisory services.
Quorum	This is the minimum number of people who must be present at a meeting in order for it to proceed and make decisions. Every meeting has the minimum number of attendees expected to be present for the meeting to be valid and for decisions taken to be legitimate. Where it is not stipulated in the constitution, the members should set the quorum and abide by it in the minutes.
Service Delivery Approach (SDA)	The conceptual approach taken at sector level to the provision of rural water supply services, which emphasises the entire life-cycle of a service, consisting of both the hard (engineering or construction elements) and software required to provide a certain service level.
Service Delivery Model (SDM)	The practical application of the principles behind the SDA to a given context, including agreed legal and institutional frameworks for delivering a service, the levels of service, and commonly understood and accepted roles for public, private or community actors.
Water Users Association	A legal entity established by the users of water supply sources within a specified area to manage the allocation of water resources and resolve conflicts amongst water users within that area.

2. SESSION – A: COMMUNITY BASED RURAL PIPED SYSTEM SCHEME MANAGEMENT

SESSION – A:	COMMUNITY BASED MANAGEMENT FOR RURAL PIPED SYSTEM
	2.1. SESSION – A1: Introduction to Community Based RPS Scheme Management
2.1.1. Session Outline	<p>This session covers the following core topics:</p> <ul style="list-style-type: none"> ▪ Introduction to the community based management, ▪ Objectives of the session, ▪ Definition of terms in relation to community: what community means, their participation and management, why communist based management requires for RPS.
Appropriate Facilitator Background	The facilitator is expected to have a qualification of rural development management with experience dealing with rural water supply scheme management.
2.1.2. Introduction	<p>Rural Piped System (RPS) schemes in Ethiopia implemented during village-ization campaign of the previous government in the 1980's. The first RPS was constructed in Mio Gasera, of Bale Zone of Oromia region in the early 1980s'. Since then various RPS schemes have been implemented by the financial and implementation assistance of NGOs. Currently such system is now expanding to other regions.</p> <p>Rural piped system water supply schemes have the potential to capture economies of scale and to facilitate higher levels of service, and they appear to offer a feasible and long-term solution to the acute water scarcity and poor water quality faced areas.</p> <p>The concept of community management has gained acceptance by the government as well as the international development actors. It is worth mentioning that, this concept has been practiced since the launching of the water decade i.e. starting in the late 1970s and is currently being applied in the rural water supply O&MMs programs run in the country. The basic principles behind this concept which have been accepted by government and donor agencies; is that the community that benefits from an improved water supply and sanitation should:</p> <ul style="list-style-type: none"> ▪ Have a voice & choice in its developments, ▪ Own the water system or facility, and ▪ Have overall responsibility for its operation and maintenance Management (O&MM). <p>Currently, many of the RPS schemes are managed by elected Executive Water Boards (EWBs). But these EWBs do not have uniform management manuals.</p>

SESSION – A:	COMMUNITY BASED MANAGEMENT FOR RURAL PIPED SYSTEM
	<p>The Water Users Associations (WUAs – called EWBs) will have a legal mandate and be able to engage a local operator to run the scheme including managing funds. In order for the WUAs to effectively manage the water supply and sanitation systems, there is need for them to be equipped with proper knowledge and skills.</p> <p>The MoWIE has, therefore, developed the training modules contained in this manual to assist different users on how best they can develop the competencies of the water users organizations required to manage the water and sanitation systems efficiently and effectively in Ethiopia.</p>
2.1.3. Objective of the training Module	<p>The overall objectives of this manual is:</p> <ul style="list-style-type: none"> ☞ Aims at building strong water users organisations or Executive Water Boards to effectively operate, maintain and manage the RPSs developed in the various surrounding villages sharing the same system to ensure sustainability, ☞ To define the responsibility of the EWB, ☞ To enhance and develop common responsibility among stakeholders for the water scheme reliability and sustainability, ☞ To bring active community participation that lasts long under sustainable condition. ☞ To provide basic and practical knowledge & skills on how to manage and maintain the completed water schemes which are necessary as daily water scheme management.
Outputs	Participants are understood the concept of Community Management for rural water supply schemes.
Timing	1hour
Target Group	Executive Water Boards, WASHCOs and Woreda Water Offices.
2.1.4. Definition of Terms	
2.1.4.1. Community	The word community can be defined in different ways e.g. a group of people with common interest or a people with common interest living in a particular area etc. However for our purpose, Community is the geographic and administrative agglomeration of all hamlets, quarters and household, which has “adequate access” to an improved water supply system or combination of the system.

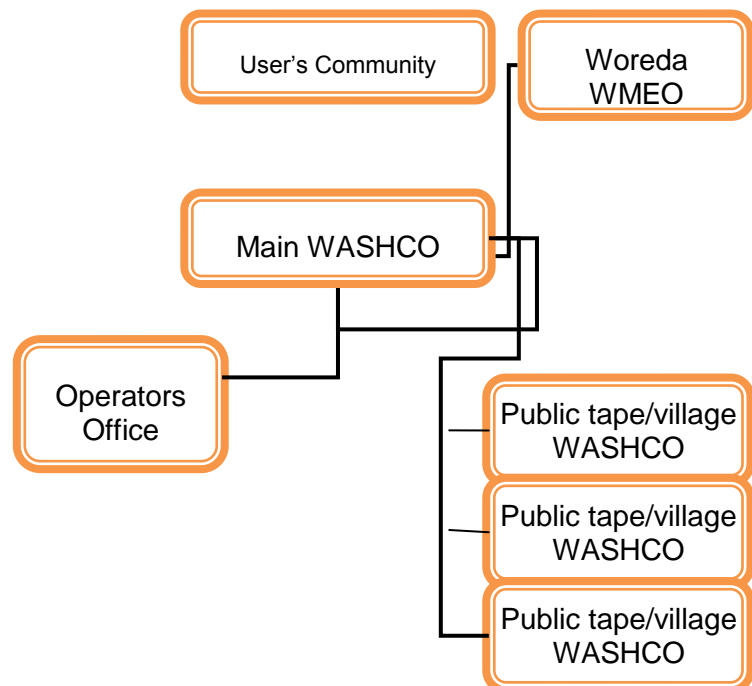
SESSION – A:	COMMUNITY BASED MANAGEMENT FOR RURAL PIPED SYSTEM
2.1.4.2. Community Participation	Community participation can be defined as “an active process whereby beneficiaries influence the decision and execution of development project rather than merely receive a share of project benefit”. Community participation is needed in making decisions about project site, technology and rules for governance. The services are effective when the community have a voice and choice in selecting committees, establishing tariff rates and establishing hours of operating the service. Voice and choice is a technique in which the end users have a say in what is done in planning and implementing a facility or system.
2.1.4.3. Community Management	<p>Community management refers to the capacities and willingness of users to change and determine the nature of development affecting them. Thus in RPS system community management refers to the level at which the community exercise responsibility for decision making and control over subsequent education of these decision during project development and a capability of a community control and strongly influence the development of its water supply schemes, which has three basic components:</p> <ul style="list-style-type: none"> ▪ Responsibility, the community takes on ownership of water supply system and attendant obligation to the system, ▪ Authority, the community has the legitimate right to make decision regarding the system on behalf of users, ▪ Control, community is able to carry out and determine the outcome of the decision. <p>In general community management is concerned with all issues pertaining responsibility i.e.,</p> <ul style="list-style-type: none"> ▪ Ownership, ▪ Decision making authority and, ▪ Control over project development and systems operations, <p>Ask the participants the concept of community management</p>
2.1.4.4. The Important Precondition for Effective Community	<p>The important precondition for effective community management are:</p> <ul style="list-style-type: none"> ▪ Community demand driven for improved water supply, ▪ The availability of information, which required to make informed decision to the community, ▪ Technologies and level of service with the community’s needs and capacity to finance, manage and maintain them, ▪ Understanding of the community in technological and willingness to take responsibility for system, ▪ Willingness to invest in capital and recurrent costs, ▪ Involvement of the community to make decision and choice, ▪ Community institutional capacity to manage development and operation of the system and human resources to run this institution,

SESSION – A:	COMMUNITY BASED MANAGEMENT FOR RURAL PIPED SYSTEM
	<ul style="list-style-type: none"> ▪ Policy which permit and support community management, ▪ Continues external and internal support and service availability from the government, NGOs and private sectors (like training, technical and credit service...), these it does not mean that the users do everything themselves.
2.1.4.5. Why Community Management ?	<p>Experience in many developing countries during and since the international drinking water supply and sanitation Decade, (1981 - 1.1990) shows that even the best run water agencies cannot successfully implement, operate and maintain a network of widely dispersed water systems without the full involvement and commitment of the users. Despite the best endeavours of central agencies; staff, transport and budgets become overstretched, leading to broken down systems, dissatisfied consumers and demoralized agency personnel.</p> <p>Properly continuously supported communities have both the ability and the willingness to manage their own water systems. Agency resources currently swallowed up in the provision and maintain of inefficient services can thereby be diverted to a much more effective facilitating role, bring greater cost effectiveness and more widespread and sustainable benefits. The major reasons why a community – management approach has been adopted on rural pipe system scheme management and sanitation projects are:</p> <ol style="list-style-type: none"> 1. Reliability, sustainability and Replicability, 2. Stimulus to community development: and 3. It works
Review questions	What is community management? Why community management?

	2.2. SESSION – A2: Water Users Organisations Institutional Framework
2.2.1. Session Outline	<p>This session covers the following topics:</p> <ul style="list-style-type: none"> ▪ Introduction to WUAs institutional framework, ▪ Describes different types of RPS Management Organizations, ▪ Describes the roles and responsibilities of different actors in RPS management, ▪ Formation of EWB
Appropriate Facilitator Background	The facilitator is expected to have a qualification of rural development management with experience dealing with rural water supply scheme management.
2.2.2. Introduction	<p>This module provides a general overview of the Water Users Organisations in the management of RPSs including their organisational arrangement, roles and responsibilities of various stakeholders.</p> <p>The module will enable the participants to make informed choices of the most appropriate organisational arrangement suitable for their scheme.</p> <p>They will also be able to determine the relevant stakeholders to collaborate with to ensure sustainable and reliable provision of water supply and sanitation services in the rural communities and surrounding small towns.</p> <p>The main purpose of forming a Water Users Association is to empower water users to run their own piped water supply and sanitation system with cost recovery to ensure sustainability. The process of establishing WUA promotes community ownership of the scheme, control over finances and other resources and ensures equitable distribution of the water supply and sanitation services to meet economic and social needs of the water users.</p>
2.2.3. Objectives	<p>By the end of the module, participants should be able to:</p> <ol style="list-style-type: none"> 1. Demonstrate an understanding of water user's organisations 2. Demonstrate an understanding of the stakeholders and their interrelationship in water supply and sanitation management
Outputs	EWBs efficiently and effectively manage the RPSs
Timing for this session	6 hours
Target Group	Executive Water Boards, WASHCOs and Woreda Water Offices
Methodology	Lecture, brainstorming, group discussions and buzz group
Materials	Flip charts, A4 photocopying papers, marker pens, masking tape, handouts, file covers, shorthand note book, LCD projector, audio visual

<p>2.2.4. Types of RPS Management Organization</p>	<p>equipment.</p> <p>Facilitator asks participants to brainstorm types of community management organisations that exist in their area.</p> <p>Based on the feedback, facilitator consolidates the discussions and presents the common types of management organisations and shall describe the three types of RPS scheme management systems that they distinguished by the service levels:</p> <p>2.2.4.1. Small RPS</p> <ul style="list-style-type: none"> ▪ It is a system serving up to 10,000 inhabitants, ▪ With the pipe length up to 10kms, ▪ Consists of several villages with less than 10 public water points and house and or yard connections from one water sources. <p>2.2.4.2. Medium RPS</p> <ul style="list-style-type: none"> ▪ It is a system that can serve between 10,000 and 30,000 inhabitants, ▪ with the pipe length up to 30kms, ▪ It is also consist of several villages with greater than 10 and less than 30 public water points and with indefinite house and or yard connections from one or more water sources. <p>2.2.4.3. Large RPS</p> <ul style="list-style-type: none"> ▪ It can serve for greater than 30,000 inhabitants, ▪ Having over 30 kms pipeline. ▪ It is also consist of several villages with greater than 30 public water points and unlimited house and or yard connections from one or more water source. <p>Based on the three categorize, the facilitator explains the different set up of RPS management organization as describe below.</p> <p>2.2.4.4. Small RPS Organization Set Up</p> <p>The facilitator explains the small rural piped system organizational set up that it contains Main WASHCO, Sub WASHCOs and recruited professional staff. Figure 2.1 presents the service delivery model for small rural piped system.</p>
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Figure 2-1: Service Delivery Management Model for Small RPS



Main WASHCO – Tap Committee Service Delivery Model is recommended for the management of small rural piped system schemes. These are elected main WASHCO members with 5 – 7 members. The responsibilities are overseeing the scheme operator, technicians and tap attendants, keeping records, reporting and ensuring continuous and sustainable service delivery. It is suggested that the main WASHCO members receive sitting allowances when they hold meetings; in others members work like tap committees’ on a voluntary basis.

The main WASHCO model has a scheme operator who is responsible for the day to day operation and maintenance tasks.

The scheme operator is normally a locally selected individual, who is trained to perform the daily running of the scheme such as switching **on** and **off** pumps and generators, doing routing maintenance checks, fixing small pipe leaks and replacing taps.

The scheme operator can have other people working for him, such as plumbers, guards, casual labour and tap attendants, or these people can be directly employed by the main WASHCO.

If there is no scheme operator, the main WASHCO can employ technicians and tap attendants directly. The main difference is that it is not the scheme operator but the main WASHCO who does the financial management as well as the fees collection and record keeping.

The main WASHCO is accountable for in to two ways: to the Woreda Water Offices (WWOs) and the community.

The WWOs are supervising the main WASHCO, and provide technical support and capacity building. Representatives of the WWO should participate during meetings, and funds for repairs that exceed the capacity of the main WASHCO.

2.2.4.5. Medium RPS Organization Set Up

The facilitator is also explaining to the organization set up for medium level RPS to the participants with the following descriptions.

The Medium RPS is managed by the water user's board, and recruited staff those who manage day to day operation and maintenance of the scheme. Figure 2.2 presents the proposed service delivery model for medium rural piped system.

Water User Board – Service Delivery Model is recommended for the management of medium rural piped system schemes. These are elected water boards members with 7 members.

The responsibilities are overseeing the scheme operator, technicians and tap attendants, finance and administrative staff and ensuring continuous and sustainable service delivery.

It is suggested that the water user's board members receive sitting allowances when they hold meetings.

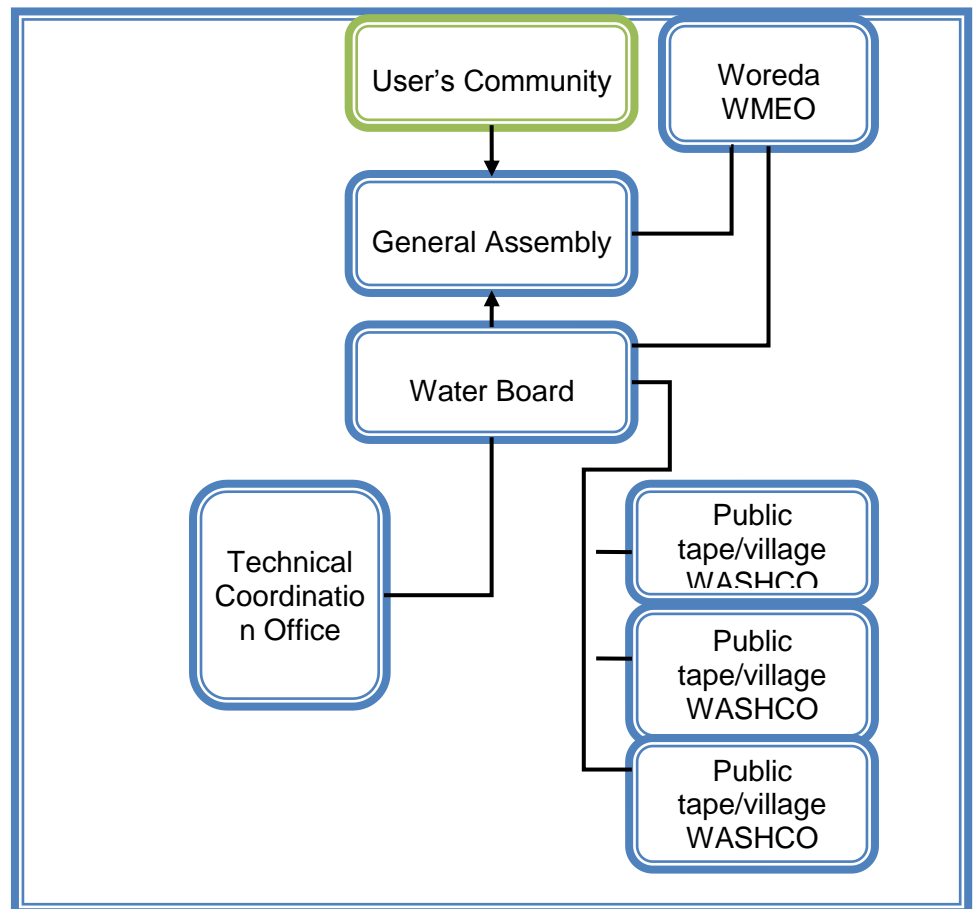
The water supply scheme has a scheme operator who is responsible for the day to day operation and maintenance tasks.

The scheme operator is normally a locally selected individual, who is trained to perform the daily running of the scheme such as record keeping, revenue collection, switching on and off pumps and generators, doing routing maintenance checks, fixing small pipe leaks and replacing taps.

The scheme operator can have other people working for him, such as plumbers, guards, casual labour and tap attendants, or these people can be directly employed by the Water Board.

The scheme operator normally signs a simple contract with the Water Board; The scheme operator can be paid a flat fee every month.

Figure 2-2: Service Delivery Management Model for Medium RPS



If there is no scheme operator, the Water Board can employ technicians and tap attendants directly. The main difference is that the employed staff with different academic background and skills but not the Water Board who does the financial management as well as the fees collection and record keeping.

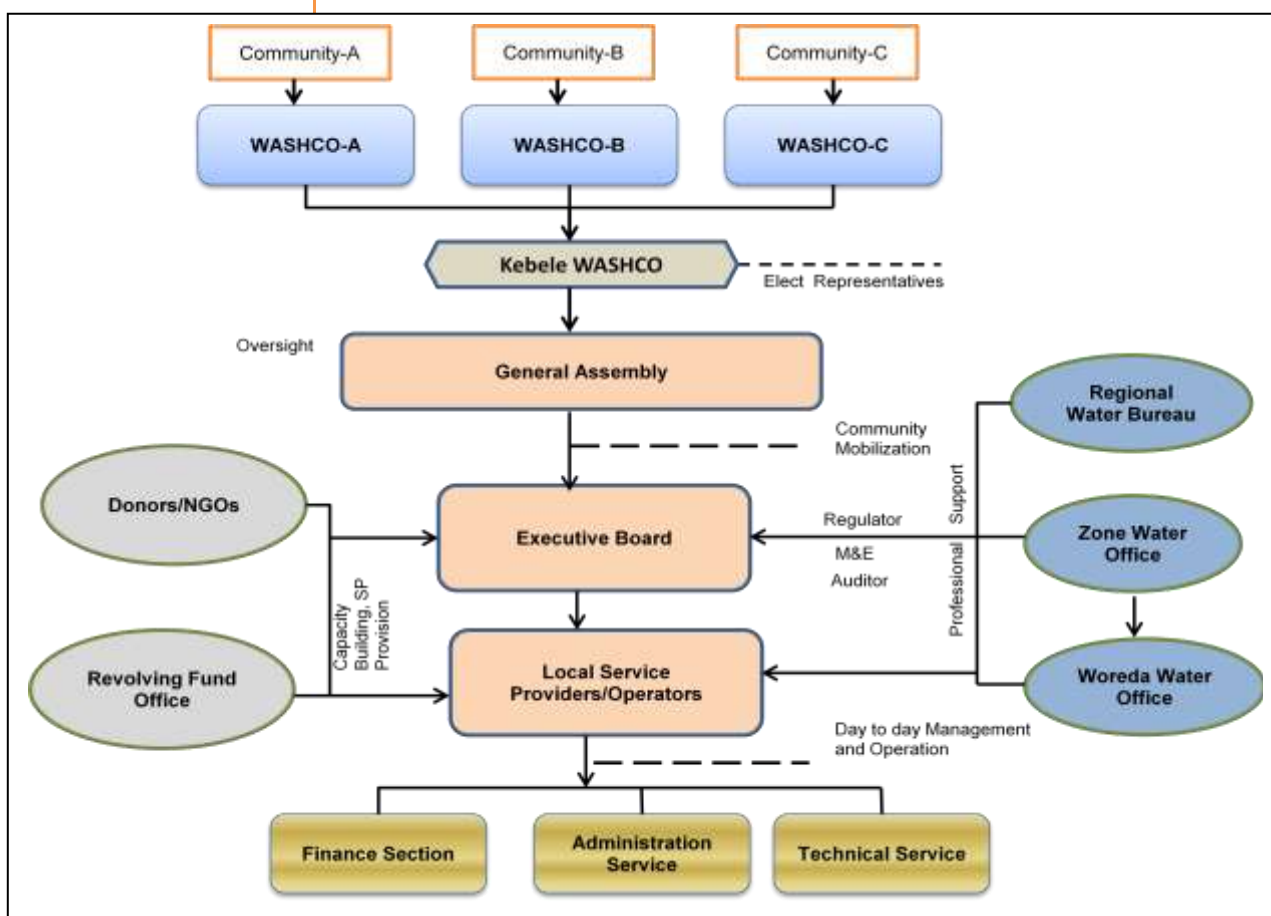
The Water Board is accountable for the general assembly/users community & Woreda Water Offices (WVOs). The WVOs are supervising the Water Board, and provide technical support and capacity building.

Representatives of the WVO should participate during meetings, and funds for repairs that exceed the capacity of the WB. Urban Water Utilities are also supposed to have engineers who can provide technical support; however, this is not always the case.

2.2.4.6. Large RPS Organizational Set up

The Water Users Association (WUA) for large RPS is composed of mainly three supreme organs which are; General Assembly, Executive Water Board and Local Service Provider/ Operator as a Secretariat. In the structure, Zone & Woreda Water Offices assume the overall responsibility and water users as the primary stakeholders. NGOs and Revolving Fund Office do have their mandate in the structure. In time of need, Audit and WASHCOs become part of the structure. The whole structure of WUA is, therefore, given in Figure 2.3.

Figure 2-3: Service Delivery Management Model for Large Rural Piped System



2.3. Roles & Responsibility of Stakeholders

In order to implement water and sanitation activities effectively, there is a need for the supreme organs of WUA to use existing institutions and organisations at community, Woreda, regional and national level. Identification of these stakeholders and an understanding of their respective roles and responsibilities will assist in the sustainable management of the schemes.

Facilitator divides participants into small groups to discuss roles of WUA organs. After that the facilitator consolidates the responses and presents the roles of WUA organs with the aid of table below.

Describe the roles and responsibilities of various stakeholders for the three RPS types organizational set ups:

2.3.1. R&R for Small and Medium RPSs

The facilitator shall describe the roles and responsibilities of various actors under the small and medium RPS scheme management with the table provided below.

Table 2-1: Roles and responsibilities of actors for small & medium RPSs

No.	Actors	Roles and Responsibilities
1	Woreda Water Office	<ul style="list-style-type: none"> ▪ Assist the community in selection of WASHCO members as per the guideline, ▪ Offer technical support and training to WASHCO's and technical staff, ▪ Coordinate and facilitate the linkage among various stakeholders, ▪ Cascading trainings to WASHCOs and service office, ▪ Regulator the WASHCO's and technical staff ▪ Plan for routine, preventive and curative maintenance in annual base and link to revolving fund office and service providers in managing the spare parts. ▪ Develop and update the tariff along with WASHCOs, ▪ M&E the performance of WASHCO and service providers, ▪ Ensure receiving reports from WASHCO and delivering consolidated reports to the Zone and Regional Water Bureau. ▪ Mobilizing and sensitizing community. ▪ Assign auditor as per the guideline and follow the financial status of the WASHCO
2	Main WASHCO	<ul style="list-style-type: none"> ▪ Accountable to Woreda water office and user community ▪ Overall supervision and coordinating of the individual tap committees', ▪ Carrying out O&M activities by recruiting operators, ▪ Collect revenue, ▪ Financial managing, ▪ Hire local service provider when needed, ▪ Managing the entire water supply schemes, ▪ Elected by the individual tap committees',
3	Public Tap Committee/Village WASHCO	<ul style="list-style-type: none"> ▪ Accountable main WASHCO and public tap user community ▪ To manage the water point operation, monitor and evaluate the general status of their water points ▪ Report to WASHCO if there is the need for action because of break

			<ul style="list-style-type: none"> ▪ Supervise operation hours of water points. ▪ To motivate the beneficiary community towards utilization water points properly ▪ To mobilize the water point user community for community participation. ▪ To resolve conflict that may arise between the water point beneficiaries. ▪ To collect revenues generated from sale of water at water points and properly hand over to WASHCO, ▪ Accountable for the main WASHCO.
	4	Operator	<ul style="list-style-type: none"> ▪ The Operator shall be accountable to the WASHCO/WUB ▪ To undertake routine and minor maintenance of the water scheme. ▪ To prepare operational and maintenance report of the scheme and submit the report to the WASHCO/WUB and Woreda Water Resource Office. ▪ To keep the equipment operation follow-up card at the proper place and avail on request to the body that needs the information. ▪ To report any break down or damage on time to the concerned body. ▪ To operate the water points on time for proper utilization. ▪ To keep and utilize the maintenance toolkits. ▪ To keep operational and maintenance record of the scheme. ▪ To show the beneficiary how to use the scheme properly.
	5	Tap Attendant	<ul style="list-style-type: none"> ▪ To undertake regular opening of water point as per the schedule agreed by benefiting community. ▪ Collect money from sale of water as per the approved tariff and deposit to the Bank or MFI whichever feasible on daily basis. ▪ To keep the water points safe and clean

			<ul style="list-style-type: none"> ▪ Remove debris and sediment from the compound of water point ▪ Mobilize user to maintain the fence of water point ▪ To report any break down or damage on time to the concerned body. ▪ To keep and utilize the cash collection receipts properly. ▪ To show and animate the beneficiary how to use the water point safely and handle the water hygienically, ▪ Conduct awareness creation on hygienic handling of water in collaboration with health extension worker.
	6	Caretaker	<ul style="list-style-type: none"> ▪ The caretaker shall be accountable to the committee ▪ To undertake routine and minor maintenance of the water scheme. ▪ To prepare operational and maintenance report of the scheme and submit the report to the committee and Project Office. ▪ To keep the equipment operation follow-up card at the proper place and avail on request to the body that needs the information. ▪ To report any break down or damage on time to the concerned body. ▪ To operate the water points on time for proper utilization. ▪ To keep and utilize the maintenance toolkits. ▪ To keep operational and maintenance record of the scheme. ▪ To show the beneficiary how to use the scheme properly.
	7	User Community	<ul style="list-style-type: none"> ▪ To use the safe water properly. ▪ To safe guard the scheme from damage or abuse. ▪ To attend the general meeting that shall be arranged by the committee. ▪ To pay on time users fee that shall be

- decided on the general meeting.
- To report on time any break down or unusual conditions of the scheme to the concerned body.
- To safe guard the water source from pollution and keep the scheme under good sanitation condition.
- To co-operate with WUB/WASHCO and caretakers.
- To perform every activity but only significant for the scheme that shall be assigned by the committee chairperson, for instance conveying message to the concerned bodies.
- To adhere to the regulation set to manage the scheme,

2.3.2. R&R for Large RPSs

Like the activities carried out in 2.3.1, the facilitator divides participants into small groups to discuss roles of WUA organs for large RPS based on the model presented above.

Table 2-2: Roles and responsibilities of actors for Large RPSs

No.	Actors	Roles & responsibilities
1	User's Community	<ul style="list-style-type: none"> ▪ Identifying, prioritising and assessing community needs and ask for assistance, ▪ Electing members of EWB General Assembly/public water points/local artisans, ▪ Providing communal labour and local material for construction of water facility, ▪ To use the safe water properly, ▪ To safe guard the scheme from damage or abuse, ▪ To attend the general meeting that shall be arranged by the committee, ▪ To pay on time users fee that shall be decided on the general meeting, ▪ To report on time any break down or unusual conditions of the scheme to the concerned body, ▪ To safe guard the water source from pollution and keep the scheme under good sanitation condition, ▪ To co-operate with WUB/WASHCO and

			<p>caretakers,</p> <ul style="list-style-type: none"> ▪ Protecting catchment areas, ▪ To perform every activity but only significant for the scheme that shall be assigned by the committee chairperson, for instance conveying message to the concerned bodies, ▪ To adhere to the regulation set to manage the scheme.
	2	Individual WASHCO	<ul style="list-style-type: none"> ▪ To manage the water facilities operation, monitor and evaluate the general status of their water points, ▪ Report to kebele WASHCO if there is the need for action because of breakdown, ▪ Supervise operation hours of water points, ▪ Motivate the beneficiary community towards utilization water points properly, ▪ Mobilize the water point user community for community participation, ▪ Resolve conflict that may arise between the water point beneficiaries,
	3	Kebele WASHCO	<ul style="list-style-type: none"> ▪ Accountable to general assembly/WUB and user community, ▪ Manage the RPS operation, monitor and evaluate the general status in their kebele, ▪ Motivate the beneficiary community towards utilization of improved RPS and safe sanitation and hygiene practice, ▪ Transmitting the voice of the individual WASHCO's within the kebele, ▪ To take full responsibility of the overall scheme administration and management in their kebele, ▪ To report major breakdown that are beyond the capacity of the committee to the WUB and Water Administration Office, ▪ To resolve conflict that may arise between the beneficiary households in there kebele
	4	General Assembly	<p>The General Assembly of the Water Board is the highest authority in managing the water supply scheme.</p> <p>Power and Duties of General Assembly:</p>

		<ol style="list-style-type: none"> 1. Accountable to Woreda, zone or regional water bureau and user community 2. Become part of the higher authority of the association by encompassing the whole members of the association, 3. Disciplining the WUA Board. 4. Determine tariff for water supply as per the business plan study, 5. Approval of the organization policy and bylaw, 6. Based on the articles in the by-law, approve the decision of the executive water board; and hearing the complaints and decision making, 7. Adopting or amending articles of incorporation or by-laws of the Association, 8. Select executive water board members among the GA members, of which select chairperson and secretary, 9. Carry out periodical monitoring and evaluation executive water board members, 10. Voice the concern of benefiting community in their kebele, 11. Pass appropriate decision of cancelation and dissolution of the association, 12. decide, as may be necessary, different incentives and allowances, 13. give decision on audit report, 14. Approve annual budget and plan of the work. <p>Meeting of the General Assembly</p> <p>Members of the GA shall make a meeting once in a six month inorder to evaluate the overall work process and activities of the executive water board and water administration office.</p> <p>Meeting shall, at any time, be called as the under mentioned conditions happen:-</p> <ol style="list-style-type: none"> a. Compelling condition happen to make special meeting by executive committee; b. One fourth of the members provide a request. <p>The meeting shall be carried out if more than half of the general assembly as well as executive committee appear.</p> <p>Meeting procedure shall be decided through by-</p>
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			<p>laws.</p> <p>Gender Composition</p> <p>In representing the general assembly, at least 2 members selected from each schemes, of which one member should be woman. Thus, the representation of women should be greater than fifty percent of the total number.</p>
	5	Executive Water Board	<p>The EWB will among others perform the following:</p> <p>The executive board is the highest executive body responsible for managing the water supply scheme on behalf of the beneficiary communities.</p> <p>The executive board members are voluntaries that provide a bridge between the general assembly and the operational arm of the water scheme.</p> <p>As per the guideline of the Water Board, election is made every two years and a given member of the board has the right to be nominated for two terms (four years).</p> <p>From the General Assembly nine people (4 men and 5 women) are elected to serve as an executive arm of the General Assembly.</p> <p>There should be division of responsibilities of the members as stipulated in the by-law.</p> <p>Power and Duties of the Executive Water Board:</p> <ul style="list-style-type: none"> ▪ Accountable to Woreda, or Zone or Regional water bureau depending on service coverage areas and user community, ▪ Calling for the General Assembly, meeting as required by the Constitution, ▪ Soliciting funds for the association, ▪ Submitting the financial statement of the association to the General Assembly, ▪ Entering into contracts and signing Memorandum of Understanding with different partners. ▪ Ensuring that resolutions of the General Assembly are complied with and implemented, ▪ Lead the annual plan and budget of the service office and monitor and evaluate its performance,

			<ul style="list-style-type: none"> ▪ Implement the decision of general assembly, ▪ Employee the necessary staff as per the guideline, ▪ Offer general directive for the service office administration activities and monitor its execution, ▪ Will take any action in the implementation of the objectives and targets of the service office, ▪ Make all properties of the water administration office to be held properly, ▪ Assigning of the manager and auditor; decide salary and benefits of the employee of the service office, ▪ Provide annual reports and action plan for the approval by the general assembly, ▪ Measures the performance of the manager, ▪ Provide the status of the water service office property and its disposal system. ▪ Sue, and be sued representing the water administration office, ▪ Enter into contract with third parties on behalf of the general assembly, ▪ Follow up the works of the sub-Committee through, as may be necessary, giving work guide, ▪ Send report to the concerned body in every three month, ▪ The executive committee shall have the obligation to take responsibilities individual or in group for the damage happen on the water administration office assets, ▪ Shall have other responsibilities which shall be detailed on by-laws. <p>Gender Composition</p> <p>In representing the executive water board, over fifty percent of the members should be women. There is a need to ensure that independent, meritorious and knowledgeable people are appointed. Even if there is an important reason for making appointments institutionally, there is still need to ensure that people so appointed have merit and knowledge required to carry out their jobs as board members effectively.</p> <p>Liability of Board Members</p> <p>The extent of joint and individual liability of members for actions or omissions in the</p>
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			<p>performance of their duties which result, either intentionally or negligently, in damage or harm to the WSS, including financial harm.</p> <p>Incentive Mechanism</p> <p>In order to motivate the members to work harder for the realization of the objectives of the water supply provision, an incentive mechanism should be designed. The extent should be needed to be in place starting from the proclamation to by-law. Various options can be followed to incentivize like as sitting allowance; transportation and per-diem allowances; and rewarding mechanism based on the best performance criteria among the members to encourage them.</p>
	<p>6</p>	<p>Water Administration Office/ Operator</p>	<p>The Water Administration Office (WAO) is the operational arm of the service. It is responsible for its day-to-day running, for all administration, operation and maintenance to the entire system, and for connecting new private customers to the supply.</p> <p>The Water Administration Office has mainly three organizational units to facilitate the effective operation of the scheme. These are:1) technical, 2) finance and 3) administration, as presented in the organizational structure.</p> <p>1. Technical Unit:</p> <p>The technical unit is responsible to the day to day activities of the following:</p> <ul style="list-style-type: none"> ▪ Carrying out routine, corrective and preventive maintenance, ▪ Carrying out rehabilitation and expansion works, ▪ Inspect the conditions of asset and take appropriate measures before breaking down, ▪ New customer connections and reconnections, ▪ Meter reading and recording, and distribute bill to customers, ▪ Water production and Energy consumption reading and recording, ▪ Arrange and facilitate the availability of spare parts for O&MM activities, and work for creating access to market. <p>2. Financial Unit</p>

			<ul style="list-style-type: none"> ▪ Ensure the preparation of bills and the timely distribution for the collection of the revenue, ▪ Approve the revenue collected for water sale and other sources of incomes, ▪ Manages resources in accordance with the RPS objectives, goals and procedures, ▪ Prepare daily, monthly, quarterly and annual financial reports, ▪ Follow up of the procurement execution, ▪ Ensure the handling of the properties in the store, ▪ Ensure the availability of spare part and tools requires for O&M activities, <p>3. Administration Unit</p> <ul style="list-style-type: none"> ▪ Arrange for regular training for, operators, scheme caretakers and WUB, ▪ Guide/provide consultancy to WUB on regular supervision of the schemes to assure reliability, sustainability and adequacy of the RPS. <p>a) The Manager</p> <p>The Manager of the water service office is accountable for the executive water board and has the following power and duties:</p> <ul style="list-style-type: none"> ▪ Communicating any matter and representing to the third party, ▪ Preparing the short and long term plan and also preparing the annual work plan and the associated budget, and provide to EWB for approval, ▪ Lead the day to day activities of the service office, ▪ Prepare quarterly and annual reports of the service office and provide to EWB for approval, ▪ Coordinating and facilitating in collection of revenue for expansion of water supply project, ▪ Open Bank account and run the account, ▪ Employee staff, decide salary and dismiss whenever necessary, ▪ Follow the performance of the employee based on the guideline, ▪ Ensure whether the community get better service,
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			<ul style="list-style-type: none"> ▪ Follow the service office legal issue, ▪ Facilitate for increasing the revenue from water sale and other incomes of the service office, ▪ Arrange regular meeting with the staff and discuss on the improvement of RPS, ▪ And others.
	7	Woreda Water Office	<ul style="list-style-type: none"> ▪ provision of relevant information, and contribution of the staff, to asset community mobilization at kebele level, ▪ Organizing benefiting community into WASHCO/WUB, to effectively use the resource with minimum conflict of interest among water users; ▪ Introduction of new technology that support O&M of RPS, which will need to be accepted by beneficiary; ▪ Training of both the district and kebele staff in O&M, ▪ facilitate experiencing sharing with similar RPS, ▪ Provision of a sufficient budget for O&M support; ▪ Provision of equipment and other facilities, such as office and transport with a maintenance facility; ▪ Organize re-election of WASHCO./WUB ▪ Support WASHCO/WUB training; and ▪ conduct regular audit, monitoring and evaluation ▪ Ensure that various technical, managerial, financial and operational manuals, including basic record keeping and accounting, procurement and material storage and issuance, collection of water charges as well as planning on short term and planning and budgeting activities, are prepared, that training on the use of such manuals are given to those who are going to them and monitor and evaluative the effectiveness of such manuals from time to time. ▪ Design adequate awareness creation programs after evaluating short comings as to intensity and duration and content and methodology of present training programs incorporating approaches which enable committees/boards to organize themselves and their electorates into a form that can

			<p>have legal recognition</p> <ul style="list-style-type: none"> ▪ Design and implement awareness programs for leisure community to bring about positive attitudinal changes in behaviour by sensitizing them to the need that the users have to become the supreme decision making bodies of the rural water services. ▪ Arrange and assign auditor for RPS within the Woredas.
	8	Zone Water Office	<ul style="list-style-type: none"> ▪ Controls and co-ordinates resources in accordance with the goals, visions, missions and objectives and procedures of the project, ▪ Provides technical assistance and operating costs in support of project management, ▪ Handles and strengthens procurement activities, ▪ Co-ordinates the institutions involved in the RPS O&M, ▪ Links periodic and annual O&M performances, ▪ Solicits the assistance of the different offices and Bureaus, ▪ Implements the different activities of RPS O&MM through co-ordinate arrangements with the, Zonal and Woreda offices and other offices, ▪ It will be responsible for the overall Support and co-ordination of the O&M at Regional Level. ▪ Arrange and assign auditor for RPS crossing two or more Woredas
	9	Regional Water Bureau	<ul style="list-style-type: none"> ▪ Controls and co-ordinates resources in accordance with the goals, visions, missions and objectives and procedures of the project, ▪ Provides technical assistance and operating costs in support of project management ▪ Handles and strengthens procurement activities, ▪ Co-ordinates the institutions involved in the RPS O&MM, ▪ Links periodic and annual O&MM performances, ▪ Solicits the assistance of the different offices and Bureaus, ▪ Implements the different activities of RPS

			<p>O&MM through co-ordinate arrangements with the, Zonal and Woreda offices and other offices,</p> <ul style="list-style-type: none"> ▪ It will be responsible for the overall Support and co-ordination of the O&MM at Regional Level, ▪ Development of Procedures and Methodologies for Fixing and Reviewing Water Tariffs ▪ Prepare and disseminate an approach and methodology for fixing and, as necessary, changing, tariffs that will enable water supply systems to cover the operation and maintenance costs of rural water supply systems including taking care of the day to day operation of water supply systems, salaries of hired staff and providing reasonable incentives for water and Sanitation committee members as necessary. ▪ Arrange and assign auditor for RPS crossing two or more Zones
	<p>10</p>	<p>Revolving Fund Enterprise/ Water Supply Service Enterprise</p>	<p>Based on the selected O&M service model, either the Revolving Fund Enterprise or Water Supply Service Enterprise should be established by proclamation and perform independently to the following roles and responsibilities:</p> <ul style="list-style-type: none"> ▪ Collecting the spare part demand from the respective Woredas and utilities, ▪ Bidding for ICB or NCB for procuring bulk spare parts, ▪ Enter contractual agreements with suppliers, ▪ Bulk procuring and sale of spare parts to water boards/WASHCOs as per the planned demand, ▪ Giving of services(Crain, rehabilitation rig , welding machine and pumping test service) ▪ The funding for the spare part provision is based on a revolving-fund concept of enhancing O&M, under which the WASHCO/WUB received their initial working capital from existing funds and used those resources to finance the initial cost of water related goods. ▪ Replenish the water related goods/spare parts and to support continuing O&M are generated by the acceptance of customer orders, ▪ Revolving funds operate in a fashion similar

			<p>to a personal checking account,</p> <ul style="list-style-type: none"> ▪ RPS schemes deposits income into revolving fund account, ▪ In order to maintain RPS as a "continuing operation," necessary goods and services must be purchased, reducing the fund total, in order to keep the fund balanced, expenditures must not exceed income. ▪ By keeping a positive account balance, and by looking for ways to stretch capital further, revolving fund activities are exercising sound financial management, ▪ Income from WASHCO/WUB purchases is used to finance a to procure Spare parts and Cover operation cost of funding office with the intent of recovering the total cost incurred in providing those goods and services. ▪ Income from sales is then used to buy or replace inventory and finance the production of future goods and services. ▪ Decides the price of spare parts to be sold to water board/WASHCO including the profit margin to the local service providers/associations by considering the next cycle price escalation, ▪ Open spare part outlets at least at zonal level, ▪ Establish private retailers/associations at Woreda Town to sale spare parts for WASHCOs as needed, ▪ Link private retailers/associations with the Microfinance to endorse the soled amount, and then collect by the Revolving Fund Office, ▪ Offer major maintenance to WASHCO/EWB and outsource minor maintenance to the private sector. <p>Sources of Finance</p> <ul style="list-style-type: none"> ▪ Donation from the regional government in cash or in kind, ▪ Donation obtained from NGO, donors etc, ▪ Donation from WASHCO and Water Supply Services Offices.
	11	Private Retailers/As sociations/E nterprises	These local service providers synonymous with Micro and Small Enterprises, Associations and Private Company who have the following roles and responsibilities:

			<ul style="list-style-type: none"> ▪ Open spare part shop at Woreda town, ▪ Receive spare parts from the Revolving fund office and sale to water board's/WASHCO's as per the fixed amount, ▪ As per the fixed profit, the capital amount will be endorsed in the Microfinance Institute, ▪ Offer minor maintenance and replacement activities beyond caretakers as per the planned preventive maintenance to WASHCO.
	12	NGOs	<ul style="list-style-type: none"> ▪ At the federal and regional levels selected NGOs serve on WaSH Steering Committees and Technical Teams on invitation, ▪ Facilitating community-centred development and make natural partners in community management activities, ▪ Introduce and scale up innovative idea to enhance sustainability of community Managed RPS, ▪ Support in provision of training, exposure visit and spare part lay out, ▪ Follow consistent modus of operand of community based organization and supporting and providing spare parts for RPS.

2.4. Formation of Executive Board

2.4.1. What is Executive Water Board

The executive water board is the highest executive body responsible for managing the water supply and sanitation schemes on behalf of the beneficiary communities.

The executive board members are voluntaries that provide a bridge between the general assembly and the operational arm of the water scheme.

2.4.2. How to Elect the Executive Water Board Members?

The Kebele WASHCOs select two members (one female and one male) to represent them in the General Assembly of the Water Board. The General Assembly of the Water Board is the highest authority in managing the water supply scheme.

In order to facilitate regular meetings and prompt decision-making process the General Assembly is represented by Executive Water Board. From the General Assembly nine people are elected for two years to serve as an executive arm of the General Assembly. The nine executive members form the Executive Water Board.

2.4.3. Whom to elect?

- Is the participation of main water users (often they are

women) promoted?

The election meetings must be announced indicating that the participation of water users i.e. mainly the women should be promoted. Traditionally, mainly the men are participating in decision-making meetings. If more men attend, mainly the men will be elected.

Special care need to be taken to explicitly announce that it is desirable that those actively collecting water and thus using the source are participating in both the election and the committee. If a committee comprises only of men who never go to the source, they are not likely to discover anything wrong with it and take early action.

- **Are more users given chance to be candidate of members?**

Another risk is that unless people are specifically sensitized to the need for having actual users in the committee, very often the existing local leaders are often appointed, although they may not have the time to participate fully. A local spread of responsibilities will increase democracy and strengthen capacity and responsibility.

- **Is committee representative of all users?**

This is the best way to avoid dormant or dying committees. Members who drop out also need to be promptly replaced. The committee should if possible be representative of all users. The community selects representatives of:

- Different socio-economic groups
- Different education
- Different ages
- Both men and women (50%-50% is desirable!)
- From existing groups

- **What are criteria to select effective EWB members?**

To select effective members of EWB, the following criteria are to be fulfilled.

- Good ethics, example to the other community members
- Responsible and honest
- Have good motivation to work for sustainable community water supply
- More than 18 years old
- At least 5 years living in the community
- Able to read and write
- Willing and able to spare enough time to serve the community
- Permanent user of the water scheme
- Free from corruption and prioritize the benefit of the community rather than personal interest
- Positive to make the by-law of the water supply scheme acceptable for the community.

2.4.4. What is tenure of EWB members?

It is better to elect members every three year at maximum (but depends on the respective regional states proclamation for establishment of WUA) in order to introduce “democratic management”, in other words, to avoid “monopolized management”.

Many experiences have shown that if same members keep same positions, they may consider the water supply scheme as their own property. Then, the democratic management system tends to be more corrupted.

2.4.5. Evaluation and Re-Election of the Committee

The beneficiary community and the Zone or Woreda Water Office shall evaluate the performance of the committee. If the member of the committee fails to discharge its duties and responsibilities the general meeting shall be called and re-election shall be undertaken.

2.4.6. Legal Status of EWB

The ownership of the facility needs to be clearly defined at the planning stage. Where CBMS is to be applied, this leads to the roles to be played by the parties being clearly demarcated. WWO can facilitate the registration of the WEBs as legal entities in some instances and commit Sub-kebeles to take legal responsibility in others. This „in-trust“ arrangement is in-tended for an interim period only; the ultimate goal is to achieve full community ownership of facilities. EWBs could also establish themselves as CBOs, and register with the RWB to become legal entities. The Regional States proclamation issued for the establishment of the rural WASH Association should clearly describe the legalization of EWB/WASHCOs.

2.4.7. Asset Transfer

Asset transfer is a shift in management and/or ownership of RPS system, from the one who financed construction, (most commonly WRB and NGOs), to WASHCO/ WUB. Community ownership and management of assets is not new. It has a well-documented history going back hundreds of years. In recent years, the momentum behind community asset transfer in RPS has gathered pace with increasing recognition of the contribution it can make to the development of a community management and ownership. Before handing over the schemes to WASHCO/WUB the following points should be considered.

- Commissioning and testing of all RPS facility,
- Facilitate official handing over procedure in the presence of concerned stakeholders,
- List all water supply facility,
- Aailed the total cost of construction,
- Prepare business plan and conduct tariff study,
- Conduct adequate training for WASHCO/WUB on O&M,
- Provide necessary maintenance tools and spare part for fast moving Items,
- Provide seed money for Employment of Operators and Fuel in case

the system operated with diesel generator,

- Trainee Operators and care taker,
- Provide built up drawings and operation manuals.

	2.5. SESSION – A3: Legal and Institutional Framework
2.5.1. Session Outline	<p>This session covers the following topics:</p> <ul style="list-style-type: none"> ▪ Policy and proclamation, ▪ By-laws
2.5.2. Introduction	<p>This session introduces members of Executive Water Board /Water Users Association (WUA) to the water resources management policy and proclamations issued by the Regional States. Since the EWB/WUA may be registered, it is important for its members to be able to interpret legal issues and provide input into drafting of any relevant legal documents for their organisation. In addition, by-laws are required for the smooth operation of the system.</p> <p>The session therefore will help members of EWB/WUA to run the organisation properly within the legal framework.</p> <p>Policies and laws are important to govern any registered organisation such as EWB/WUA in order to attain a common goal within the regulatory framework.</p> <p>This topic will equip members of EWB/WUA with knowledge and skills about policies and laws.</p>
2.5.3. Objectives of this session	<p>By the end of this session, participants should be able to:</p> <ul style="list-style-type: none"> ▪ Explain the existing policies and laws relevant to management of water supply, sanitation and hygiene ▪ Facilitate formulation of By-Laws
Outputs	<p>It is expected that by the end of the module, participants should be able to acquire the following skills:</p> <ul style="list-style-type: none"> ▪ Interpreting legal documents ▪ Drafting By-Laws
Areas of emphasis	<ul style="list-style-type: none"> ▪ Importance of policy and laws in an organisation ▪ Existing policies, laws and regulatory frameworks related to water supply and sanitation in Ethiopia.
Timing	2 hours
Reference	Ethiopian WRM Policy, Respective regional states proclamation issued for the establishment of Water User's Association.

2.5.4. WRM Policy and Legal Framework

2.5.4.1. Definition of Policy

Activity 1 – 1:

Step 1

Facilitator asks participants to brainstorm the definition of Policy.

Step 2

Facilitator summarises the discussion and defines Policy.

Definition

A policy is an instrument for guiding the process of management in order to achieve desired endresult.

2.5.4.2. Definition of Law

Activity 1 – 2:

Step 1

Facilitator asks participants to buzz in groups the definition of Law.

Step 2

Facilitator summarises the discussion and defines Law.

Definition

A law is a legal basis for implementing policies whereby citizens are expected to undertake acceptable practices and also restricts a citizen from bad practices.

2.5.4.3. Ethiopian Water Resources Management Policy

The 1999, Water Resources Management Policy places primary emphasis on water resources development and management. It also places much emphasis on:

- Create and promote a sense of awareness in communities of the ownership and their responsibilities for O&M of water supply systems and develop participatory management practices
- Ensure that the system of ownership of water supply systems recognizes the local objective realities on the ground, and involvement of the users and other stakeholders, as well as be based on conducive conditions for sustainable management,
- Provide the legal basis for active and meaningful participation of all stakeholders, including water users' associations, the community and particularly for women to play the central role in water resources management activities,

- Promote the direct involvement of communities, particularly women, in the O&M of water systems
- Promote that operation and maintenance of water systems is based on decentralized approach which enhance sustainability,
- Water has economic value and ensure that fees are paid for service rendered
- Ensure that the price of water should be neither too high nor too low
- Ensure that Tariff structures are **site-specific** depending on the particulars of the project, location, use, cost and other characteristic of the catchment
- Ensure that rural tariff settings are based on the objective of **O&M cost recovery**
- Ensure that tariff structures in water supply systems are based on **equitable** and practical guidelines and criteria
- Provide subsidies for disadvantaged rural communities and the communities shall cover the operation and maintenance cost
- Develop flat rate tariffs for communal services like hand pumps and public stand posts,
- Decentralization of water management to the local level
- Foster participation of user communities

2.5.4.4. Regional States Proclamations

The facilitator should refer the respective Regional States issued for the establishment of Rural Water Supply Water User's Association when offering the training. Explain issues in relation to the organization and management set up for each of the Regional States.

Refer also the decentralization policy and proclamation.

Summary

The facilitator summarizes the main points contained in the topic and invites questions for clarification. He/she emphasizes on the WRM policy and proclamations that govern the management of water supply to enable the EWB/WUA manage the scheme within the legal framework. An understanding of the WRM policy and laws will enable the EWB/WUA also prepare credible constitution and by-laws.

2.5.5. Formulation of By-Laws

By-laws are necessary for the proper running of any organisation. This topic will equip the members of EWB with knowledge and skills on how to develop meaningful By-Laws.

2.5.5.1. Learning Objectives

By the end of this topic, participants will be able to:

- a. Define By-Laws
- b. State the outline of By-Laws
- c. Explain how to prepare By-Laws
- d. Explain the importance of By-Laws

Each WASHCO's and Executive Water Boards shall have its own by-laws.

The by-laws shall incorporate the following issues:-

1. Name and address of the WASHCO's/Water Board's;
2. Administrative structure of the WASHCO's/Water Board's;
3. Some other right and duties else required to be incorporated except the power and duties specified under this regulation;
4. Power and duties of the management organ of the WASHCO's/Water Board's;
5. Offences and conditions that may result in dismemberment;
6. Procedures required to be carried out in case of resignation, expulsion or death;
7. Meeting procedure and voting;
8. Issues requires special decision or quorum;
9. Collection, administration, as well as keeping and utilization of finance;
10. Employment and payment of employee;
11. Conditions of by-laws amendment;
12. Any other issues having no inconsistency with this regulation.

2.5.5.2. By-Law define to answer the following

Ask participants to discuss the purpose of a group constitution. The facilitator should draw out the following points.

By-Law defines:

- Objectives of the group
- Organizational structure with committees and officials
- Who has authority to make decisions on behalf of the group
- What funds can be used for and how they should be accounted for
- How to elect leaders and how long they can stay in office
- How often meetings should be held and how they should be conducted
- How the constitution can be changed

2.5.5.3. A good By-Law should:

- Help the group to realize its objectives
- Protect individual interests within the context of serving the group objectives

- Minimize risk to the project from authoritarian or weak leadership
- Provide systems of accountability to the membership
- Make the group operate efficiently,
- Minimize conflicts by being clear on rules and procedures.

2.5.5.4. Preparation of By-Laws

In a lecture, the facilitator explains the processes involved in the preparation of By-Laws.

During preparation of By-laws EWBs can take into account the following factors:

- Set up a drafting committee to prepare the By-Laws.
- By-Laws can be drafted in English. However, they will need to be translated into local language.
- Each section should be presented to the water users for explanation and comments.
- The WUA /Executive Water Board present the draft By-laws to the General Assembly for approval.
- Application for registration to the Ministry of Justice or other relevant government organ.

2.5.5.5. Importance of By-Laws

Facilitator divides participants into groups to discuss the importance of By-Laws.

Facilitator consolidates the responses and presents the importance of By-Laws.

- Protects the Association and its activities.
- Guides Association in day to day activities.
- Promotes transparency, efficiency, quality and effectiveness.
- Maintain discipline within the Association.
- Promotes unity.
- Promotes group action.
- Encourages democratic principles.

2.5.5.6. Types of meetings in the WUA By-law

The WUA meetings can be divided in to 4: i) Executive Water Board meeting, ii) Sub-committee meeting, iii) Annual General Meeting and iv) special general Meeting.

Different Types of WUA Meetings

1. Committee Meetings

- Held regularly, e.g. once every month by the project committee members;
- To discuss matters mainly concerning administration of the

project.

2. Sub-Committee Meetings

- A project committee may divide itself into various subcommittees;
- These hold their meetings as necessary to discuss specific matters of the project

3. Annual General Meetings

- Organized and called by the committee twice every year;
- The purpose is to inform members about issues concerning their project accounts and other specific matters (such as elections and project progress).

4. Special General Meetings

- Held when there is special business to be discussed by the members.
- These meetings are often seen as extra-ordinary meetings.

2.5.5.7. Procedures for conducting meetings

The followings are the procedure to be considered when conducting meetings:

1. Proper announcement (notice) of the meeting prior to the date of the meeting including the agenda, time and venue of the meeting;
2. Reference to the WUA by-law on matters related to absence of committee members at meetings;
3. Keeping the meeting on agenda points and not deviating into non-agenda issues;
4. Ensuring that AOB issues are not treated as agenda items.

1. Chairman calls the meeting to order;
2. Meeting may start with a word of prayer if appropriate;
3. Chairman checks quorum and secretary lists the members present;
4. Chairman checks for members „absent with apologies“ – these are noted in the minutes;
5. Chairman checks for members „absent without apologies“
6. Chairman reviews the Agenda which may be:
 - a) Read and confirm minutes of last meeting;
 - b) Matters arising from the minutes;
 - c) Specific agenda items for this meeting.

7. Minutes of previous meeting are read and confirmed or amended;
8. Review Minutes of previous meeting and address any issues or action points that were identified and get a report on progress (except for any issues that are on the agenda for this meeting);
9. Discuss the specific agenda items for this meeting.
 - a) The chairman introduces each agenda item and then seeks contributions from members, guiding the discussions until the time for decision making;
 - b) The chairman outlines what has been discussed and asks members which direction they want to go;
 - c) Members may agree around a certain position. If there is no common agreement, the decision can be made through a vote using various methods;
 - d) Once a resolution is made on the matter, the secretary makes a brief summary of the points that were raised and records the resolution in the minutes book and it becomes the official position of the meeting;
 - e) The secretary should read the resolution as recorded so that members agree with the wording and meaning;
 - f) The secretary should also record clearly if the resolution also states that a certain action should be taken and by whom. This makes „Matters Arising“ in the next meeting easier.
10. The chairman will ask each member if they have any other business (AOB). Note that AOB is generally not an opportunity for decision making but rather for raising issues that could be put on the agenda for the subsequent meeting if required or bringing points of information for the leadership team.
11. The chairman will announce the end of the meeting and set the date for the next meeting;
12. It is often good to close with a prayer again as this gives a good rounded conclusion to the meeting.

2.5.5.8. The decision making processes

Use this example to illustrate the different stages in the decision making process.

Stages of Making Decisions

- Gathering the facts
- Consulting those involved
- Making the decision
- Explaining the decision
- Monitoring the process and results of the decision.

Discuss the advantages of different types of decision making e.g. Consensus, Ballot, and Secret Ballot. It is useful to discuss when a different form of decision making is appropriate (e.g. secret ballot at an AGM to allow individuals to make their decision free from any pressure).

Difficulties in Decision Making

1. The facilitator should ask the participants to describe various issues that may affect the quality or speed of making decisions.
2. List these points on a flip chart.
3. Brainstorm on ways to minimise or overcome these complications

Decisions may be difficult to make due to the following issues:

- Fear of consequences – “what if the members reject the decision?”
- Lack of information – insufficient information to know with confidence what the options are;
- Conflicting loyalties – when the leader is in more than one CBO/WUA;
- Interpersonal conflict – personal differences;
- Hidden agenda – if individual committee members have personal interests or conflicts;
- Blundering method – making a decision without testing consensus;
- Inadequate leadership – restriction of opinion / discussion;
- Clash interests – opposing interests.

2.5.5.9. Minute Taking

Discuss the formats of minutes using various templates and reviewing the minutes of the group if these are available.

Minutes are an important record of WUA meetings and decisions and so should be taken accurately and kept safely.

Minutes are generally taken and kept by the WUA secretary

Box 2-1: Format of Minutes

MINUTES OF XXXXXXXX WATER USER'S ASSOCIATION
EXECUTIVE WATER BOARD COMMITTEE MEETING HELD
ON XX/XX/12007 E.C AT PROJECT OFFICE

Members Present: List of persons present

Members Absent with Apologies:

Agenda of the meeting:

Meeting started at 10:00 am

Minutes:

Minute 2007/001 Resolution. Action by

Minute 2007/002 Resolution. Action by

....

.....

AOB

Meeting ended at 12:00

Summary

Facilitator summarizes the main points contained in the topic and invites questions for clarification. He / She emphasizes on the importance of by-laws which are to protect, guide, promote transparency and maintain discipline of the association among others. Emphasis should also be made on the guidelines for the formulation of the By-Laws since WUA members will be required to formulate their own By-Laws.

	2.6. SESSION - A4: Group Organization
1.6.1. Session Outline	<p>This session covers the following topics:</p> <ul style="list-style-type: none"> ▪ Leadership ▪ Conflict management and problem solving ▪ Community mobilization and team building ▪ Conducting meetings
1.6.2. Introduction	<p>This session aims at introducing the concept of leadership, resolving any arising conflicts, mobilising communities and conducting meetings. It also presents essential elements in organisation structure. The session recognises the dynamism in human behaviour.</p> <p>The session will equip the EWB members with knowledge and skills to provide sound leadership, management of conflicts and mobilisation of communities. The knowledge and skills acquired will help them carry out their responsibilities and functions effectively.</p>
1.6.3. Objectives	<p>By the end of this module, participants should be able to:</p> <ol style="list-style-type: none"> 1. Demonstrate an understanding of effective leadership skills, 2. Explain ways of managing a conflict, 3. Demonstrate an understanding of proper conducting of meetings.
Structure of each Study Topic	<p>This session has four topics. Each topic contains an introduction, learning objectives, content, summary, references, and facilitator's notes.</p> <p>The facilitator's notes contain areas of emphasis, key words, and participants' assumed prior knowledge, estimated time allocation for the topic, methodologies, resources, and additional information for reference by the facilitator in some cases.</p>
Skills to be Acquired	<p>It is expected that at the end of the module, participants should acquire the following skills:</p> <ol style="list-style-type: none"> 1. Providing good leadership, 2. Managing conflicts, 3. Mobilizing communities.
Timing	1 hour
1.6.4. Leadership	<p>1.6.4.1. Introduction</p> <p>Leadership is an important aspect for facilitating a group process in order to achieve set objectives. There are different leadership styles that can be used to influence others to achieve the desired results in a given situation. Achievement of desired results will also depend on the qualities that an individual possesses to enable him/her influence, motivate and direct others.</p>

1.6.4.2. Learning Objectives

By the end of this topic participants will be able to:

1. Define leadership
2. Describe leadership styles
3. Explain advantages and disadvantages of different leadership styles
4. Describe qualities of a good leader

1.6.4.3. Definition of Leadership

Step 1

Facilitator asks participants to brainstorm the definition of leadership.

Step 2

Facilitator consolidates the responses and defines leadership.

Definition

Leadership is the ability to influence others to take a certain course of action.

1.6.4.4. Leadership Styles

Step 1

Facilitator organises a role play to demonstrate leadership styles.

Step 2

Facilitator provides a summary of leadership styles.

Styles

There are different leadership styles that a leader can adopt. There is no one style that is perfect for the leader because leadership is situational. Therefore the style one adopts depends on the situation he/ she is in. The following are the types of leadership styles:

1.6.4.5. Dictatorial Leadership Style

This is also referred to as **Autocratic** or **Authoritarian** leadership. With this style, the leader makes decisions and imposes them on the group members. He or she allows little or no discussions or contributions from the rest of the group members.

Advantages

- Decisions are made promptly as no time is wasted in soliciting other members' views. This is most applicable in crisis situations.
- It is effective in producing results because subjects are forced.

Disadvantages

- The leader benefits more than the other members,
- It suppresses the group members from being creative,
- It limits growth of the members' confidence and skills.

1.6.4.6. Democratic Leadership Style

This is also referred to as participatory leadership. It ensures that all group members are involved in decision-making.

Advantages

- It promotes good relationships among group members,
- Group members are empowered to be mature and responsible,
- It promotes resourcefulness, creativity and responsibility,
- It enhances group members' participation in decision-making.

Disadvantages

A lot of time is spent on decision-making and implementation of activities is delayed.

1.6.4.7. Laissez-Faire Leadership Style

Laissez-faire is a French term which, when translated literally, means "Let people do what they wish". It is also referred to as passive leadership. There is complete freedom for individual or group decisions.

Advantages

It only satisfies the ego (personal) needs of the individual members and not for the organisation.

Disadvantages

- There is no sense of direction,
- Tasks are not accomplished efficiently,
- Existence of the group cannot be sustained and in most cases the results are chaotic,
- It does not lead to any achievement of intended goals or objectives of an organization.

1.6.4.8. Qualities of a good Leader**Step 1**

Facilitator asks participants to buzz in groups the qualities of a good leader.

Step 2

Facilitator consolidates the responses and presents qualities of a good leader.

Qualities

A good leader must possess qualities, which will enable him to influence, motivate, and direct others in order to achieve the intended goals. Some of the qualities include the following:

- A high sense of duty – dedicated to duty and ready to work during odd hours.
- Being impartial – exercise fairness and firmness to all group members, thus men, women, boys and girls, including the vulnerable

and the marginalized.

- Love and interest for his / her work.
- Sound judgment and courageous.
- Initiative and high power of insight.
- Firmness, self-control and ability to command discipline.
- Ability to get others to cooperate with him or her in performing a task(s).
- Be committed to the purpose of the association.
- Delegate duties freely.
- Be able to mix freely with other members of the association and the general public.

Summary

Facilitator summarises the main points covered in the topic, invites questions from the participants and clarifies the points, emphasizing on the definitions of leadership, different leadership styles, qualities of a good leader including the advantages and disadvantages of each style.

	2.7. SESSION – A5: Conflict Management and Problem Solving
2.7.1. Session Outline	<p>This session cover the following topics:</p> <ul style="list-style-type: none"> ▪ Introduction ▪ Causes ▪ Ways of Resolving Conflicts ▪ Consequences of not resolving conflicts ▪ Problem Solving ▪ Summary
2.7.2. Introduction	<p>Conflicts are part of human life. They arise when there are disagreements among people or between groups of people. Conflicts bring EWB positive and negative consequences for those involved and for others who are not part of the conflict. However, conflicts mostly result in sour relationships and in extreme cases in physical and emotional harm. To avoid the negative consequences that conflicts may bring, it is important to prevent them from occurring. Where they arise, they must be dealt with immediately.</p> <p>In this topic, participants will be equipped with knowledge and skills that they will need to manage any conflicts, and solve problems that may arise in the running of their Water Users Association.</p>
2.7.3. Objectives of this session	<p>By the end of this topic, participants will be able to:</p> <ol style="list-style-type: none"> 1. Define a conflict 2. Identify causes of conflicts 3. Explain ways of resolving conflicts 4. List the consequences of not resolving conflicts 5. Explain steps in problem solving
Areas of emphasis	<p>The facilitator must put emphasis on:</p> <ol style="list-style-type: none"> 1. Factors leading to conflicts and ways of solving them 2. The steps involved in problem solving.
Methodology	<ol style="list-style-type: none"> 1. Buzz group 2. Group discussion 3. Brainstorming
Timing	1 hour and 30 minutes
Materials	Flip charts, A4 photocopying papers, writing pens, masking tape, handouts, file covers, shorthand notebook, LCD projector, audio visual equipment.

2.7.4. Conflict Management

2.7.4.1. Definitions of Conflict

Step 1

Facilitator asks participants to buzz in groups the definition of conflict.

Step 2

Facilitator consolidates the responses and defines conflict.

Definition

Conflict is a difference in interests or expectations between individuals or groups.

2.7.4.2. Causes of Conflicts

Activity - 1

Step 1

Facilitator divides participants into groups to discuss the conflicts they experienced, their causes consequences and ways of resolving them.

Step 2

Facilitator consolidates the responses and provides common causes of conflicts, their consequences and ways to resolve them.

Causes

There are many factors that cause conflicts in an organisation and these may include:

- Misunderstanding on certain issues.
- Competition for resources.
- Poor communication.
- Clashing interests and personalities.
- Lack of openness (not being transparent).
- Lack of respect and love for one another.
- Lack of tolerance and patience.
- Jealousy.
- Dissatisfaction with leadership style.

2.7.4.3. Ways of Resolving Conflicts

There are several ways of resolving conflicts. These include:

- Negotiation
- Arbitration
- Mediation
- Guidance and counseling
- Tolerance.

Steps to Minimizing Conflicts

Ask participants to identify steps that the group or EWB/WASHCO can

take to minimize or manage conflicts. Write the answers on a flipchart.

The facilitator can use the answers to elaborate on all options for reducing conflicts.

In some of your communities you will run into conflict e.g. conflicts between leaders or groups within the community or strong disagreement on issues. **What can you do?**

Help solve conflicts related to your work. For example the community may disagree on how to collect money or where to site a new facility. To deal with these conflicts, you should:

- **Recognise that there is a problem.** Don't ignore it or tell people there is no problem. Acknowledge it.
- **State both sides of the argument** and invite speakers to talk for each.
- If people are not listening to the other side of the argument, ask each side to **summarize the other's argument**.
- **Get people to look at the strengths and weaknesses of each position** and come to an agreement. Try to create a situation where there is no loser!
- **Summarize** and ask for decision.

Consequences of not resolving conflicts

If conflicts are left unresolved they may lead to serious consequences. These include:

- Demoralized community and committee members.
- Reduced cooperation among organizations members.
- Irresponsible behaviors like fighting

2.7.4.4. Problem Solving

Activity 2.3

Step 1

Facilitator divides participants into groups to discuss the steps for solving problems.

Step 2

Facilitator consolidates responses and presents problem solving steps.

Steps

The following steps are involved in the process of solving problems:

- Identify the problem.
- Define the problem (understand the problem – state exactly what the problem is, for which a solution needs to be found).
- Identify the cause of the problem.
- Identify and consider all possible alternatives – list all the possible outcomes, positives and negatives of each option, or each course of action that could be taken. Make sure you have correct and full information at this point.

- Consider personal and family values in relation to the option to be taken. Most of our values come from the training we receive at home. Others come from our friends and society. Consider whether each option is consistent with your personal and community values.
- Consider the impact of the option on other people. (getting organized) – Our decisions affect many people who are important to us and think about the effect of each option on these people.
- Choose one alternative (planning what to do) – After carefully weighing each option, choose the one that seems most appropriate based on your knowledge, values, morals, religious upbringing, present and future goals, and the impact of these options on the people.
- Implement the decision (carry out the activity) – The selected course of action should be implemented as planned.
- Carry out an evaluation – discuss thoroughly what has been done, achieved, lessons learnt and future plans.

2.7.4.5. How do you work as a TEAM?

- You will work as a team. Each person should have a role in running the meetings.
- Discuss this before you go to the community.

Take turns in the lead role - let one team member start, then after a while have another team member take over.

When you are not facilitating, **observe** the process and **document** what is said. You may see things that the lead facilitator cannot see because s/he is in the heart of the action. Listen carefully so you can take over without repeating what has already been said.

Take over at appropriate points –

- Help facilitator when s/he gets stuck about where to take the discussion.
- Suggest a new question - or encourage shy people to contribute.
- Provide a summary that helps people see what they have said.

Give a signal to the main facilitator if you want to help out.

Step in and take over by asking a question.

Don't break the discussion by getting into a long talk with lead facilitator.

At the end of the meeting sit together as a team and review what happened:

- How was the level of participation? Who talked? Who didn't talk?
- How were the issues handled? Did you cover all you needed to cover?
- What issues came up which will need attention in the next meeting?

How can you improve your facilitation at the next meeting?

Options for reducing conflicts

- Frequent and timely meetings can help to reduce conflicts.
- Transparency and accountability especially in finances and WASHCO assets will ensure that conflicts are easily resolved. Production of records i.e. treasurers report and reading in the meeting will always ensure confidence.
- Timely elections – It is important for leaders to renew their mandate by calling for the elections at the scheduled time.
- The elections must always be transparent.
- Conflicts can be managed through regular consultations among officials and members. This reduces suspicions and unnecessary rumors.
- Open tendering and staff recruitment for groups/committees with such provisions will reduce conflict. This will always encourage professionalism and reduce such vices as nepotism, favoritism, clan-ism.
- Accountable. Groups are encouraged to include all interested parties in the composition of the committees.
- Sometimes coercion/force may be used to resolve conflicts.
- Errant members who refuse to reform may be suspended or expelled to safeguard the interests of the group. However coercion must be used as a last resort.
- Gender balanced committees are normally stable and more
- Co-option may help in solving/reducing conflicts. Some relevant stakeholders may be included in a project if their inclusion will add value to the objective of the group/committee.
- Training of officials/members can reduce conflict; training increases efficiency and effectiveness of the group leaders. For members it increases participation especially on community contribution and decision-making.

2.7.4.6. Possible steps to manage a conflict include

1. Acceptance of the conflict is the first step towards resolving it. Appreciate the reality and identify the exact nature, extent and ascertain the possible cause.
2. Identify the parties to the conflict. This requires an understanding of the topic and it may require information gathering.
3. Seek an authoritative facilitator/arbitrator. This may require notifying authorities or water project committee, depending on the scale of the conflict.
4. Address the conflict in a timely way so that the parties to the conflict know that a solution is being sought.
5. Seek open dialogue between the parties to see if an amicable

solution can be found.

6. If open dialogue does not work, then try alternative from of conflict resolution which include:

7. Mediation;

8. Arbitration.

2.7.4.7. Recognizing behaviour within a conflict situation

Behavior associated with certain animals is used to illustrate typical behavior during conflict situations.

Procedures:

Ask participants to form groups of two.

Assign one of the following animals to each group and ask participants to identify how their animal typically acts and relate this to typical behavior during conflict situations.

Allow each group to describe their animal and its behavior in conflict situations.

Typical behaviors of some animals:

- The **lion** who fights so strongly that often he intimidates others
- The **rabbit** who, when he sees conflict, decides to run away
- The **tortoise** who withdraws and lets others become involved in the conflicts. It becomes their problem.
- The **fox** that waits for the proper moment during, or even after the conflict situation has gone, to pounce upon or attack the group members supporting the conflicting viewpoints.
- The **monkey** who becomes nervous and anxious when conflict develops and tries to make everyone happy or forget the conflict by telling jokes.
- The **cat** who wants sympathy. He may tell of a situation that personally happened to him in order to bring everyone over to his side.
- The **donkey** who will not be moved. He becomes stubborn and decides that his viewpoint is the only one to be considered.
- The **giraffe** who seems to be above it all and remains distant and during the whole time the conflict occurs; he looks down on others' contributions because of his experience and superior education.
- The **ostrich** who buries his head in the sand and pretends that the conflict does not exist.
- The **elephant** who blocks any move to resolve the conflict situation. He places himself in the middle of the road and will let no one pass by.

Discussion

Use the discussion to illustrate the different characters and discuss how these characters should be handled during conflict situations.

Review:

Conflicts can be destructive but they can also be constructive. Describe a situation where a conflict could be destructive and another case where a conflict could be constructive.

Summary

Facilitator summarises the main points covered in the topic, emphasizing on factors that lead to conflicts, consequences of not resolving conflicts and ways of resolving them. It is also important that the facilitator summarises the steps involved in problem solving. Ask the participants questions to test their understanding of the topic.

Annexes

Annex A: Sample By-Law for EWB's/WASHCO's

Samples of By-Law for EWB's/WaSHCO's

By-Law for Water Users Association

Considering the need of appropriate organization organ to take care of the overall water supply management of our community on water scheme in sustainable manner and promote improved hygiene and sanitation practices, **Water Supply Users Association** has been formed by the beneficiaries of the water scheme of _____ in accordance with the regulations and rules stated below.

Article -1: Name

The name of association shall be _____ Water Supply Users Association; hereafter called "the Association".

Article – 2: Address

The office of the Association shall be in _____

Article – 3: Objectives

1. Ensure sustainable operation and maintenance of Community's water scheme.
2. Promote improved hygiene and sanitation practices in the community
3. Ensure direct participation of the water users in the water supply management of the community's water scheme
4. Set water tariff
5. Assign appropriate water scheme operator (care taker)
6. Carry out other activities that promote sustainable operation and maintenance of community's water scheme and improved hygiene and sanitation practices.

Article – 4: Source of Income

The following shall constitute the source of income of the WASHCO:

1. Water tariff being collected from the beneficiaries
2. Subsidy and donations that might be extended to the WASHCO

Article – 5: Membership

1. Any person residing in the user community can join the WASHCO on voluntarily basis.
2. The membership shall be valid after being signatory of this by-law.

Article 6 Right and Obligations of the members

6.1 Rights

1. Use the water facility of the community
2. Elect and be elected in WASHCO
3. Participate in General Assembly and cast their ballot

6.2. Obligations

1. Abide by the By-law of the WASHCO
2. Pay for the water supply service according to the tariff set by the WASHCO
3. Participate directly in the operation and maintenance of the community's water scheme

Article – 7: Failure to meet membership obligations

A member who fails in fulfilling his/her obligations shall be deprived the right of the Association's membership.

Article – 8: Organizational Management of the Association

The Association shall have the following organizational management arrangements:

- 1 General Assembly
- 2 Water, Sanitation and Hygiene Committee (WASHCO)

Article – 9: The General Assembly

The General Assembly is comprised of all members of the Water Supply Users Association and shall discharge the following responsibilities:

1. Elect the members of the WASHCO
2. Define and determine their duties and term of service
3. Make decisions on critical issues of the Association.

Article -10: Water, Sanitation and Hygiene Committee (WASHCO)

The WASHCO shall comprise of 5-10 members, at least half of the members must be women. The core members of WASHCO are Chairperson, Secretary, Cashier (Treasurer), Store Keeper and Inspector.

The committee shall have the following powers and responsibilities

1. Implement the decisions passed by the General assembly
2. Execute the operation and maintenance of the community's water scheme
3. Ensure the proper utilizations of Association financial and material resources
4. Suspend the membership of users who fail to meet their obligations.
5. Maintain partnership with stakeholders on sustainable operation and maintenance of community's water scheme and on promotion of improved hygiene and sanitation practices.

Article -11: Duties and Responsibilities of WASHCO members

11.1: Chairperson

- Provide leadership to the overall WASHCO activities
- Approve payments
- Supervise the activities of the cashier
- Order purchase of spare parts
- Ensure the collection water tariff and other incomes

- Arrange services for maintenance in consultation with WWO.
- Facilitate the proceeding of general assembly of the community
- Hold regular WASHCO meeting as well as ad-hoc meeting when necessity arises
- Attend meetings at Woreda or Regional levels representing the WASHCO.
- Make official communication with public institutions, NGOs and private firms representing the WASHCO.

11.2: Secretary

- Prepare the minutes of meetings of the general assembly as well as of regular and ad-hoc WASHCO meetings
- Perform all activities of the chairperson in his/her absence.
- Prepare receipts for collection of incomes
- Prepare payments and submit for approval of the chairperson
- Record all incomes and expenses in account book
- Make sure that collection of incomes and effect of payments shall be made only by cashier.
- Prepare quarterly report on financial and other activities of WASHCO for approval of the chairperson
- Keep all financial and administrative records of WASHCO properly
- If the deposit of the WASHCO is at bank or approved institution by General Assembly, he/she will be co-signatory with chairperson and cashier.
- In case of cash payment, he/she will be co-signatory with chairperson.
- Prepare, contract agreements with service providers

11.3: Cashier (Treasurer)

- Collect incomes based on the receipts prepared by the secretary
- Effect payments in accordance with approved documents, by chairperson and secretary.
- Keep the deposit slips bank or approved institution of for record.
- Request petty cash for immediate expenses for operation and management of the water scheme, the amount shall be fixed by the general assembly.
- Should keep all the documents at hand properly for inspection and auditing.

11.4: Store Keeper

- Keep the properties of the water facility by registering by the format prepared by Woreda Water Office.
- Issue items upon the approval of the chairperson and the secretary.
- Prepare report on the status of fast moving items for replacement and purchase.
- Keep all records in proper for inspection and inventory.

11.5 Inspector

- Inspect the financial management of WASHCO.
- Supervise the proper utilization of purchased items
- Check the monthly water consumption and respective income.
- Ensure the expenses of WASHCO are following acceptable procedure and regulations.
- Act as internal auditor

- Inspect the records of the Secretary and the cashier.
- Prepare report on the overall water supply management of the water facility.
- Present the report to the general assembly of the beneficiaries.

Article -12: Cautions and Penalty

12.1. Cautions and Penalty for Individual WSUA member

The performance of water scheme shall be monitored by WASHCO under the supervision and guidance of Woreda Water Office.

If, in the opinion of WASHCO, any user household shows that individual household is unable to discharge duties set in the By-Law due to the following reasons, WASHCO reserves the right to withdraw the usufruct right from individual user of the household:

- (i) failure in regular payment of water fees consecutively three times against advises and warning to be made by WASHCO; and,
- (ii) Unclearness or dishonesty is observed to abide by the By-Law.

In the case of failure in regular payment of water fees consecutively three times, the representative of the individual household is advised to pay penalty to WASHCO at the rate of Birr _____ or by any other equivalent form of penalty as _____.

In the case of unclearness and dishonesty practices, the representative of the individual household is requested to make compensation by an action set as _____.

12.2 Cautions and Penalty for WASHCO and WSUA

The performance of WSUA as well as WASHCO is monitored by Woreda Water Office.

If, in the opinion of Woreda Water Office, WSUA and/or WASHCO shows that WSUA and/or WASHCO is unable to discharge duties set in the By-Law due to the following reasons, Woreda Water Office reserves the right to withdraw the usufruct right from WSUA:

- (i) Improper use of water scheme out of the scope of the set work; and,
- (ii) Unclearness or dishonesty is observed in keeping rules and regulations set in the By-Law.

The WSUA/WASHCO shall not transfer water scheme and related equipment and materials to any other individuals or organizations in all cases. In such case, the water scheme and related materials should be compensated by WSUA and the WASHCO.